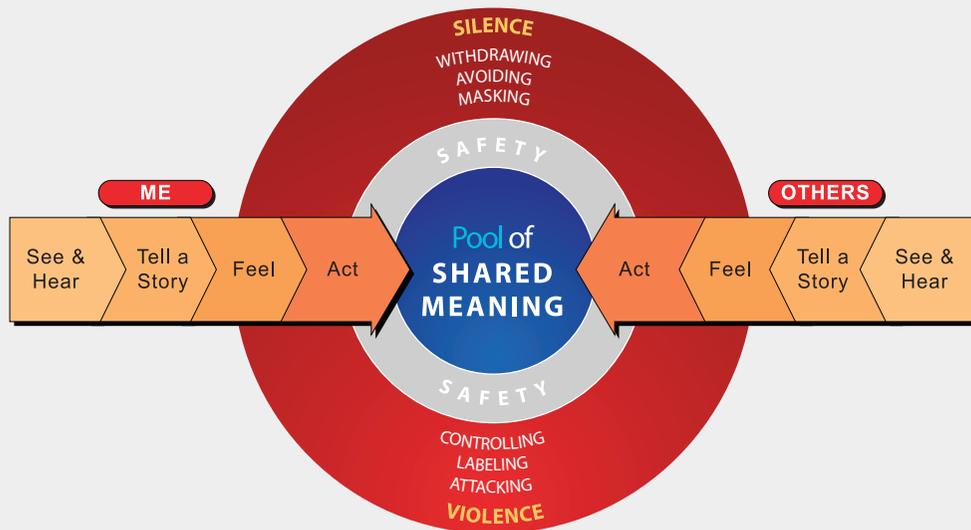


The Law of Crucial Conversations®

Anytime you find yourself stuck, there are crucial conversations keeping you there. Identify the crucial conversations that you're not holding or not holding well, and get better at everything.



Make crucial conversations skills your best practices and everything gets better.

- Make the most of every interaction
- Present ideas that get heard
- Encourage others to express their views
- Notice when others move to silence or violence
- Identify your own Style Under Stress
- Express strong, controversial, or unpopular opinions
- Speak honestly and confidently
- Help others engage in healthy dialogue
- Generate and commit to the very best ideas
- Make decisions without replowing or backtracking
- Maximize creativity, teamwork, synergy, input, collaboration, empowerment, and decision making

Crucial Conversations *principles and skills*

PRINCIPLES	SKILLS	CRITICAL QUESTIONS
Get Unstuck	Spot the conversations that are keeping you stuck	What conversations am I not holding or not holding well?
Start with Heart	Work on me first Focus on what you <i>really</i> want Refuse the Sucker's Choice	What do I really want? Am I behaving in ways that move me toward what I want? Am I making Sucker's Choices?
Learn to Look	Look for when a conversation becomes crucial Look for silence and violence Learn to look for your own Style Under Stress	Am I noticing signs that safety is at risk? Am I moving to my Style Under Stress?
Make It Safe	Apologize when appropriate, contrast to fix misunderstandings, create Mutual Purpose	Have I established Mutual Purpose? Have I maintained respect?
Master My Stories	Separate facts from stories Watch for three clever stories (Victim, Villain, and Helpless) Tell the rest of the story	Am I pretending not to notice my role in the problem? Why would a reasonable, rational, and decent person do this? What should I do right now to move toward what I really want?
STATE My Path	STATE. Share your facts, Tell your story, Ask for others' paths (What); Talk tentatively; Encourage testing (How)	Am I really open to others' views? Am I confidently expressing my own views?
Explore Others' Paths	Explore with added AMPPs. Ask, Mirror, Paraphrase, Prime	Am I actively exploring others' views?
Move to Action	Decide how to decide Document who does what by when and follow-up	What is the plan from here?